

YOUTH AND ADULT CORRECTIONAL AGENCY

1515 K Street, Suite 520
Sacramento, CA 95814
(916) 323-6001/FAX (916) 442-2637



January 14, 2005

James P. Mayer
Executive Director
Little Hoover Commission
925 L Street, Suite 805
Sacramento, CA 95814

Dear Mr. Mayer:

Thank you for this opportunity to provide written testimony regarding the reorganization plan for the Youth and Adult Correctional Agency.

In February of 2004, Governor Arnold Schwarzenegger convened the Corrections Independent Review Panel (IRP), chaired by former Governor George Deukmejian. The purpose of this panel was to investigate the current California correctional system and make recommendations on ways to improve the system as a whole. The IRP was also a component of a larger effort to reform state government under the efforts of the California Performance Review Panel.

The IRP issued its excellent report on July 1, 2004. The report titled, *Corrections Independent Review Panel: Reforming California's Youth and Adult Correctional System* contained 239 separate recommendations. In its introduction to the report, the IRP stated "Today's correctional system has little accountability, no uniformity and no transparency. The report from the IRP contains recommended reforms to the existing organizational structure and operations, and when implemented, will return California to a national leadership role in youth and adult correctional systems."

Beginning early in 2004 through the latter part of last year, the Youth and Adult Correctional Agency (YACA) explored the need to reorganize. Through the efforts of many of the leaders within YACA's departments, boards and commissions, along with several national experts, and by the IRP, the Agency leadership concluded that the need for reorganization not only exists--it is overdue. The current organization was designed for a different era (i.e., smaller size, more stable environment). The challenges of the past decades were inappropriately forced into the existing structure; while the actual need was to redesign the structure to meet the new set of challenges. The current organizational structure, which relies heavily on separate and independent departments, boards, and a commission, has led to a system that has little responsibility and accountability at the top level of the organization. Finally, the current structure, which contains organizational

functions that are duplicative, led to inefficiency, ineffectiveness, and a poor use of scarce state resources.

The proposed reorganization of our Agency starts with our strategic plan which outlines a bold new vision. Our new Department of Corrections and Rehabilitation will consist of several divisions and offices, but generally, the reorganization is built on three basic principles: (1) consolidation (i.e., a flatter design); (2) elevation of rehabilitation and treatment services (to an equal partnership with custodial functions); and (3) creation of new proactive functions (e.g., risk management; policy, planning and research; and community partnerships).

Attachment A is the proposed organization chart for our new organization. The Office of the Secretary includes separate functions responsible for:

- Administrative Services
- Audits and Compliance
- Fair Employment Practices
- Information Technology
- Internal Affairs
- Labor Relations
- Legal Affairs
- Legislation
- Policy, Planning and Research
- Public Affairs
- Risk Management
- Victims and Survivor Services

The organization also includes the following operations that report directly to the Office of the Secretary:

- Board of Parole Hearings
- Corrections Standards Authority

In addition, the organization will be separated, primarily into an “operations” component and a “program/services” component, both headed by Chief Deputy Secretaries as follows:

Chief Deputy Secretary, Operations:

- Division of Youth Operations
- Division of Adult Operations
- Division of Parole Operations

Chief Deputy Secretary, Program and Services:

- Division of Health Care Services
- Division of Education, Vocation, and Offender Programs

- Division of Community Partnerships

Attachment B includes a description of each of these components as described in the recent California Performance Review report on our reorganization.

In addition to the overview requested in your letter of January 10, 2005, you also requested that several specific issues be addressed. These issues are discussed.

The Agency's reform efforts are prioritized in the strategic plan. Timelines are set for each goal, strategy and objective. (See attached strategic plan.)

The new Department will be funded by aggregating the resources of the organizations within the current Agency. New functions will be funded by redirecting existing resources. However, it is too soon to say whether there will be cost savings or increased costs resulting from the reforms.

The reforms will bring about three primary structural changes. The first, the consolidation of some functions into single entities may result in cost savings. The second structural change is the elevation of health care rehabilitation and treatment services to an equal partnership with custodial functions. The goal of the second change is ultimately to enhance service delivery and reduce recidivism. Because our biggest cost drivers will always be population, we cannot assess the costs of reforms until we can determine their effect on recidivism, (i.e., population reduction as a result of crime and victimization reduction). The third goal, the creation of new pro-active functions such as risk management and research, is intended to drive the wisest and most effective use of resources in support of evidence-based practices.

Organizational structure alone cannot solve any of the specific challenges you identified. However, the new structure will address problems such as, cost overruns; inmate abuse; labor union influence in traditional management prerogatives; and overcrowding stemming from high parolee failure rates. For example:

- The centralization of the Office of Internal Affairs (OIA), and vertical advocacy in the Office of Legal Affairs, which will be working closely with OIA, will help address inmate abuse.
- Consolidating all labor interaction in the Office of Labor Relations, controlling and coordinating all labor negotiations and agreements centrally while terminating the practice of negotiating local agreements at the institution/prison level will help manage undue labor influence.
- The elevating of rehabilitation and treatment services, to better prepare for release the development of community partnerships, and the creation of a Policy, Planning and Research Office to identify evidence-based practices will help address appropriate and

- effective institutional and parolee programming so as to decrease crime, victimization and recidivism.
- Cost overruns are not really a structural problem. However, the consolidation of fiscal functions allows for better monitoring and the ability to detect and correct problems early.

Unfortunately, today's challenges are exacerbated by the current structure. We are perfectly designed to get the results we are getting today.

The Agency recognizes the critical need to develop the management capacity necessary to carry out its reforms. Included in the Agency's Strategic Plan is the recognition that success in meeting the increased complexity of correctional and rehabilitative work depends on the Agency's ability to attract, train, develop and retain a qualified workforce. The Agency has been actively recruiting from around the country including outside of California corrections to bolster our team and bring expertise in various areas. The image of the Youth and Adult Correctional Agency is changing. As this happens, people from outside the organization are seeing this as an increasingly desirable place to work. People want to be a part of this historic change.

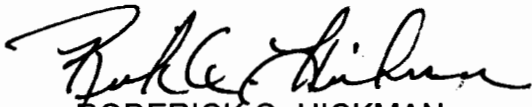
The Agency enlisted the insight and expertise of national experts to begin building management capacity to change its direction. Substantial training has been and will continue to be provided to Agency leadership in the areas of organizational design, customer service, performance measurement, ethics, risk management, etc. Twenty teams were established to research and recommend structural design of the Agency's functions. There will be approximately 50 to 100 new teams, of existing and emerging leaders from throughout the organization, established to implement the strategic goals.

Civil servants of the Agency's subordinate departments and boards will retain their civil service rights. This is consistent with past practice for reorganizations within state government. Should it be determined that changes are needed in staffing levels, classifications, etc., the Department will work with the Department of Finance, the Department of Personnel Administration, the State Personnel Board, and employee labor unions to implement changes consistent with current law, regulations, and bargaining unit contracts. Additional resources will be subject to Legislative appropriation.

With respect to the IRP's recommendation for a Civilian Corrections Commission, the Administration decided that accountability would be better achieved by placing both policy setting and implementation in the Office of the Secretary. The IRP concerns for public scrutiny are addressed by the following organizations: The Little Hoover Commission, the Bureau of State Audits, and the Legislature, including the Senate Select Committee on the California Correctional System. More importantly and uniquely, this Agency, unlike any other state agency, is subject to oversight by the recently strengthened and more transparent independent Office of the Inspector General.

The recommendations of the IRP and Little Hoover Commission that parole services for certain offenders be shifted to the counties is ultimately a policy issue, not a structural issue, however this change is not precluded by the proposed structure. Specifically, the issue of youth parole services being transferred to the counties is addressed in the Governor's Budget A pages (see attachment C). Details of the transfer and associated funding needs will be provided as a part of the May Revise.

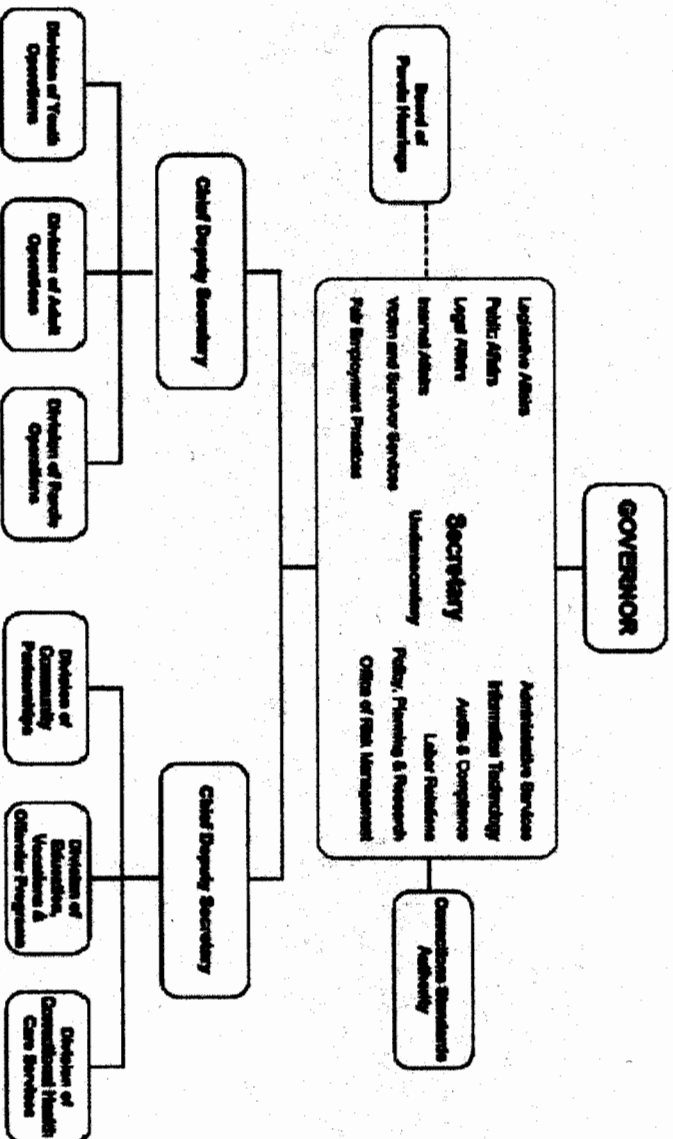
Thank you for the opportunity to discuss our new structure and direction. I look forward to collaborating with you as we work to reform corrections and improve public safety.

A handwritten signature in black ink, appearing to read "Roderick Q. Hickman", written in a cursive style.

RODERICK Q. HICKMAN
Secretary
Youth and Adult Correctional Agency

Attachments

Department of Corrections and Rehabilitation



The Office of the Secretary

Management Goal:

The Secretary will report directly to the Governor and serve as the primary point of accountability for the management of all correctional and rehabilitation programs. The Office of the Secretary will consolidate functions that cut across program areas to create a unified, enterprise-wide approach to policy and operations.

Functions:

The Secretary will fulfill all current Agency Secretary roles. In addition, the Secretary will advise and assist in the implementation of major policy and program matters and be the principal communication link between the Governor and the constituent units of the Department.

The Secretary is a cabinet-level position, appointed by the Governor and confirmed by the Senate.

Crosscutting and coordinating responsibilities will be consolidated in the Office of the Secretary.

These include:

1. Office of Legislation

The Office of Legislative Affairs will respond to information requests from the Legislature, analyze federal and state legislation affecting the Department, coordinate the development of Department-sponsored legislation and monitor legislatively mandated reports required of the Department.

2. Office of Public Affairs

The Office of Public Affairs will act as the Department's liaison to employees, the news media, community groups and other organizations.

3. Office of Legal Affairs

The Office of Legal Affairs will coordinate the Department's legal activities, provide the Secretary with legal counsel and review policy drafts.

4. Office of Internal Affairs

Investigations into allegations of serious misconduct by Department staff will be conducted by the Office of Internal Affairs to ensure uniformity and fairness in the investigative and discipline process. This Office will coordinate with the Office of Legal Affairs' attorneys who will serve as legal advocates on behalf of the Department in employee disciplinary matters. In addition, under the direction of the Office of Internal Affairs, an investigative team will be assigned to each of the regions in youth and adult operations to investigate serious use-of-force incidents or other serious allegations of staff misconduct at youth facilities and adult prisons.

5. Office of Victim and Survivor Services

The Office of Victim and Survivor Services will be responsible for all victim-related services previously provided by Departments and Boards under the Youth and Adult Correctional Agency. These responsibilities include, but are not limited to: training on victims' rights and issues, coordinating notification to victims of the release, death, or escape of an inmate or ward, notification to victims of parole consideration hearings and collection of restitution fines from inmates and for forwarding the funds to the Victim Compensation and Government Claims Board.

6. Office of Fair Employment Practices

The Office of Fair Employment Practices will be responsible for developing and implementing Department policy and strategies to prevent discrimination and retaliation in the workplace. The Office will also respond to complaints of discrimination and work cooperatively with the Equal Employment Opportunity Commission and the Department of Fair Employment and Housing.

7. Office of Administrative Services

The Office of Administrative Services will manage typical administrative functions, including human resources and training; financial management; business services; information technology; and physical plant construction and maintenance. Specifically:

The Human Resources Section will be responsible for staff selection and personnel management. Its high placement in the organizational structure underscores the vital importance of these functions to department goals. The Section will be responsible for recruitment, health and safety awareness programs, pre-employment screening examinations, background checks and other related duties. It will also develop and coordinate training throughout the Department, including core academies and in-service training. It will also provide management with succession planning to provide a path for employee career advancement.

The Financial and Physical Resources Section will be responsible for the financial accountability of departmental operations and for ensuring fiscal responsibility. As such, it will have responsibility for contract processing and procurement; budget and accounting management; and facility planning. It will use existing financial management systems and will develop additional systems as necessary to direct the development of the budget and monitor its compliance.

8. Office of Information Technology

The Office of Information Technology will centralize information technology policies and operations and bring about consistency and modernization in the Department's information technology capabilities. It will coordinate the Department's information technology functions, including customer support, project management and the development and maintenance of computer applications.

9. Office of Audits and Compliance

The Office of Audits and Compliance will be responsible for conducting internal audits at the direction of the Secretary to ensure that legal, administrative and operational policies and directives are properly implemented. The Office of Audits and Compliance will provide the Secretary with the ability to closely monitor the management and financial activities of the Department and provide the information needed to implement necessary corrective action.

10. Office of Labor Relations

This Office will act as the Department's representative on matters involving management authority and practices and on employee grievances related to union contracts. This includes responsibility of all labor relation matters delegated by the Department of Personnel Administration.

11. Office of Policy, Planning and Research

Filling a critical gap in the existing correctional system, the Office of Policy, Planning and Research will provide management with the research, data analysis, evaluation, and assessment necessary for effective planning and decision making. The Office will also develop policy for the Department and provide Department management with the ability to respond to changing conditions. This office is placed high in the organizational structure to emphasize the importance of this vital resource.

12. Office of Risk Management:

The Office of Risk Management adds a much-needed function to the correctional system by identifying practices, policies, and conditions that represent potential legal or fiscal risks to the Department. The Office will carry out this function in part by reviewing and analyzing performance reports from each region and making recommendations to alleviate risk. The Office will also identify trends in inmate/ward/parolee appeals and grievances to identify issues and patterns to be addressed. In addition, the Office will include a policy compliance unit to ensure that policies are followed.

The Corrections Standards Authority will report directly to the Secretary. The Divisions of Adult Operations, Youth Operations, and Parole Operations will report directly to the Secretary through a Chief Deputy Secretary. The following three additional divisions will report to the Secretary through a second Chief Deputy Secretary: Division of Community Partnerships; Division of Education, Vocations and Offender Programs; and the Division of Correctional Health Care Services. The Office of the Secretary will also provide administrative support to the independent Board of Parole Hearings, and ensure that it coordinates effectively with the Divisions of Adult Operations, Youth Operations and Parole Operations.

The following operational divisions will report to the Secretary through a Chief Deputy Secretary:

1. Division of Youth Operations

Management Goal and Responsibilities:

The goal of this Division will be to efficiently operate and manage youth facilities and to rehabilitate youthful offenders. The Division will be more effective at achieving these goals because it will allow the Secretary to implement reforms throughout youth facilities.

Transferred Functions:

The Division will provide for the secure custody of wards, while providing the environment for carrying out its statutory mission of providing training, treatment, and rehabilitative services designed to protect public safety by returning wards to society better equipped to lead law-abiding lives. These functions will be transferred from the California Youth Authority.

2. Division of Adult Operations

Management Goal and Responsibilities:

The management goal of this Division will be to effectively operate and manage adult correctional institutions to confine and rehabilitate offenders.

The Division will have overall responsibility for the line operations at each of the facilities that house inmates. It is important to note, however, that although prison wardens will continue to serve at the institution level, the degree to which these institutional supervisors operate autonomously will change significantly. In the first place, the new Department installs a streamlined chain of command that flows directly to the Secretary. Secondly, many of the responsibilities for programs formerly delegated to wardens, such as health care, risk management, and personnel services, will no longer be handled at the institutional level. Health care, education, and vocational training will be provided by the Division of Services and Programs. These changes will allow the wardens to focus their efforts to inmate supervision. Because the wardens no longer have such broad program responsibility, their appointments will no longer be subject to Senate confirmation.

The Division will enhance the ability of the Department of Corrections and Rehabilitation to fulfill its institutional management responsibilities by placing all institutions under a common leadership. All correctional institutions will be under the ultimate authority of the Secretary. The Division will oversee all adult prison operations and hold line managers accountable for preparing inmates for eventual return to the community.

Transferred Functions:

The Division of Adult Operations will provide for the secure custody of inmates, while providing the environment for effective programming to improve success upon release on parole. These functions are now carried out within the Department of Corrections.

3. Division of Parole Operations

Management Goal and Responsibilities:

The Office of Parole Operations will supervise inmates and wards who are released on parole, and will help parolees successfully reintegrate into their communities. The economies of scale brought about by this consolidation of parole services will allow more effective focus on reentry programs for the youth and adult parolees, while recognizing the unique needs of each population.

Transferred Functions:

The parole functions of the Department of Corrections and the California Youth Authority will be transferred to this Division.

The following operational divisions will report to the Secretary through another Chief Deputy Secretary and relevant functions will be transferred from the Department of Corrections and the California Youth Authority:

1. Division of Health Care Services

Management Goal and Responsibilities:

The Division of Health Care Services will oversee the efficient delivery of quality health and mental health care throughout the Department. The chain of command for medical personnel will be through this division.

2. Division of Education, Vocations and Offender Programs

Management Goal and Responsibilities:

The education, vocational and offender programs branch will house programs designed to enable offenders to successfully reintegrate into the community. This includes academic education, vocational training, substance abuse and counseling programs. The Prison Industry Authority will also be part of this division, integrating the Authority more closely with the rest of offender programs.

The Prison Industry Authority Board will be retained, but its functions will be changed. It will continue to hold public forums to review whether proposed changes by the Authority, such as establishing, expanding, scaling back, or eliminating industrial, agricultural and service enterprises: (1) will provide diversified work activities and (2) will not displace private industry.²⁰

3. Division of Community Partnerships

Management Goal and Responsibilities:

The Division of Community Partnerships will establish, maintain and expand cooperative agreements with local law enforcement and community-based organizations and other entities that can aid in the rehabilitation and reintegration of inmates, wards and parolees.

²⁰ See Penal Code § 2808.

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violations, the opportunity to appear and present evidence, and a written report of the hearing. In order to ensure the continued implementation of this plan and enhance the provision of due process to parolees, the Budget includes a current year increase of \$9 million General Fund, of which \$6.5 million is for attorney fees the State has been ordered to pay and \$2.5 million is to provide sufficient staffing to address a higher number of revocation hearings than previously anticipated in the current year, and a budget year increase of \$6.9 million General Fund to provide sufficient staffing and resources to address a higher number of revocation hearings than anticipated in the 2004 Budget Act.

Department of the Youth Authority

The Department of the Youth Authority (CYA) protects the public from criminal activity of youthful offenders by housing wards committed to the CYA by juvenile courts. In order to help these youthful offenders become productive California citizens, the CYA provides education, training, and treatment services to the wards.

The CYA projects an institution population of 3,430 youthful offenders by June 30, 2005, which is a decrease of 465 from the level anticipated in the 2004 Budget Act. The 2005-06 year-end institution population is expected to decrease by 100 wards, resulting in a June 30, 2006, population of 3,330.

The CYA operates eight institutions, including two reception center/clinics, and two conservation camps, one of which is an institution-based camp. The total CYA design capacity is 6,532 beds, which includes the institutions, camps, and contracted beds.

The CYA supervises parolees through 16 offices located throughout the state. The parole population is projected to be 3,790 by June 30, 2005, and to decrease by 340 cases, to 3,450 by June 30, 2006.

The Governor's Budget proposes \$400.2 million (\$350 million General Fund and \$50.2 million other funds) and 3,860.4 positions for the CYA. This represents a decrease of \$8.1 million (\$6 million General Fund) and 105 positions below the revised 2004-05 Budget. This decrease is primarily due to declining population.

Conditions of Confinement and Treatment

The Administration continues its efforts to address issues related to the conditions of confinement and treatment of wards at the Youth Authority, resulting from the *Farrell v. Allen* lawsuit. The final Remedial Plan and implementation schedule are currently in the negotiation and approval process. Details of this plan and associated funding needs will be provided as part of the May Revision.

Juvenile Justice Reform

Over the past decade, California's juvenile justice system has experienced significant changes in how and where juvenile offenders are housed and treated. The number of wards housed by the CYA has decreased from record levels in 1996, when the number of wards exceeded 10,000, to a current

population of less than 3,600 wards. In addition to the population changes, CYA services have been affected by policy changes, funding constraints, and implementation of court-ordered mandates. Rather than sending juvenile offenders to the CYA, counties are choosing to house more juvenile offenders at local facilities and provide treatment services within the local community, which makes it easier for these youth to maintain family and community ties when they transition out of the juvenile justice system. As a result of these changes, the Administration is in the process of reevaluating policies, and the role of the CYA in providing juvenile justice services and programming throughout the state.

Part of the reevaluation will include the appropriate roles that State and local governments play in providing comprehensive juvenile justice services and programming for juvenile offenders throughout California to ensure that these services are provided in the most appropriate setting for all types of juvenile offenders and in the most cost-effective manner.

Declining Population at the California Youth Authority

The high number of wards housed at the CYA in the early 1990s coincided with a period of budget reductions. During that time, a series of incidents, including an increase in ward suicides, incidents of inappropriate conduct between wards and staff, and incidents of inappropriate use of force by staff against wards, occurred at CYA facilities. Further, wards were not provided with adequate special education services, mental health treatment, sex offender treatment, and drug treatment. Most stakeholders in the juvenile justice system linked these problems to the serious overcrowding at CYA, lack of staff resources necessary to provide wards with required treatment and education, and lack of staff oversight.

In addition to various changes in the juvenile population, in 1996, two pieces of legislation designed to reduce the population at the CYA were enacted. Chapter 6, Statutes of 1996 (Senate Bill 681) required counties to pay the State for each juvenile court commitment to the CYA based on a "sliding scale" percentage of CYA's annual per ward cost for wards committed for nonviolent, nonserious offenses, depending on the "category" of the crime committed. Counties pay \$180 per month for serious and/or violent offenders. Chapter 195, Statutes of 1996 (Assembly Bill 3369), limited the number of California Department of Corrections inmates who could be housed within CYA facilities to those under 18 years old unless they will finish their sentence before their 21st birthday. These inmates are youth convicted as adults who are housed at CYA facilities to ensure that they receive the appropriate educational and treatment services. Prior to enactment of this law, these inmates could be housed at CYA until age 21, regardless of when their sentence would be completed.

After passage of these bills, the CYA's ward population began to decline significantly. As a result of the declining population and in an effort to reduce spending, the CYA closed four facilities in 2003 and 2004.

State Support for Local Juvenile Justice Programs

During the past ten years, counties have also received State resources for juvenile justice activities. Beginning in fiscal year 1996-97, the California Department of Social Services provided approximately \$30 million annually in local assistance funding from the federal Temporary Assistance for Needy Families (TANF) program to counties to support county camps for youthful offenders and approximately \$168 million annually for Juvenile Assessment and Treatment Facilities and Probation Administration. Beginning in October 2004, the federal TANF funds were no longer budgeted for this purpose. The 2004 Budget Act included \$134.3 million General Fund to provide counties with continued funding at this level during the 2004-05 fiscal year.

Beginning in fiscal year 1999-00, counties also received approximately \$100 million annually in General Fund for the Juvenile Justice Crime Prevention Act program. This program provides discretionary funding for juvenile justice activities to counties on a per capita basis.

Local Assistance Funding Provided in the Governor's Budget

The proposed 2005-06 Budget for the Department of Social Services includes restoration of \$201.4 million in federal TANF funding for county youth probation programs. The Budget also proposes that the funding associated with the Juvenile Justice Crime Prevention Act program be reduced by \$75 million and that the remaining \$25 million be shifted to the Board of Corrections for distribution to local government. This will result in a total of \$226.4 million in State funding to local government for juvenile justice activities, an overall reduction of 25 percent over previous years. It is expected that the May Revision will include changes to the funding levels and distribution based on the outcome of the negotiations between the Administration and local government on the proposed policy changes in the juvenile justice system statewide.

Developing a New Vision for Juvenile Justice in California

During the next several months, the Administration will work with local government and other stakeholders in the juvenile justice system to develop a comprehensive plan to reform California's juvenile justice system and redefine the role of the CYA in this system. Potential policy changes to be evaluated and negotiated include the following:

Shift Responsibility for Supervising Youthful Offenders on Parole from the Youth Authority to Counties

Consistent with the trend in the population of youthful offenders housed in CYA facilities, the number of parolees from CYA has decreased significantly in recent years. Currently, the parole population is projected to be 3,790 by June 30, 2005, and to decrease by 340 cases, to 3,450 by June 30, 2006, a decline of approximately 54 percent since fiscal year 1996-97. As the parolee population continues to decline, the CYA is finding it increasingly difficult to provide the optimum services to parolees statewide in a cost-effective manner. The CYA currently operates 16 parole offices statewide. Although these offices are generally located within easily accessible urban areas, not all parolees live near the offices,

which makes it difficult for parolees to visit offices as often as required and results in parole agents in less populated areas of the state being responsible for large geographical areas.

Local government and probation departments already supervise large numbers of juvenile offenders as part of local probation programs and would likely have the capability to provide a higher level of supervision to CYA parolees. Details of the plan and associated funding needs will be provided as part of the May Revision.

Evaluate the Type of Wards Housed at Youth Authority Facilities

Currently, counties and juvenile courts make recommendations on which wards are sent to the CYA and which are housed in local facilities. Juvenile sentencing practices vary widely throughout the state, with some counties sending a significant percentage of juvenile offenders to the CYA and others only a small number. Existing law also provides some parameters for what type of wards the CYA must accept. These include individuals who can be materially benefited by the CYA's reformatory and educational discipline and individuals who have mental health needs, are sex offenders, or suffer from a primary behavior disorder.

In evaluating the role of the CYA in the juvenile justice system, the Administration plans to explore incentives for county governments to limit the type of offenders that they send to the CYA to be housed. Details of the plan and associated funding needs will be provided as part of the May Revision.

A New Direction for the California Youth Authority

Implementing these statewide juvenile justice reforms will allow the Youth and Adult Correctional Agency to establish a new direction for the CYA that focuses State-level efforts on the most serious juvenile offenders and those most in need of mental health and sex offender treatment. Implementing this new direction will also require an evaluation of the CYA facility needs. These reforms, in combination with the changes being made to improve the conditions of confinement at CYA facilities, will allow for improved services to all juvenile offenders in California whether they are served at the State or county level.

Office of the Inspector General

The Office of the Inspector General has the responsibility for oversight of the State's correctional system through audits and investigations of the boards and departments within the Youth and Adult Correctional Agency. The Office of the Inspector General promotes accountability through objective, independent investigations, reviews, and audits of California's correctional system, providing impartial analysis and policy recommendations to the Governor, the Legislature, correctional administrators, and the public. The Governor's Budget proposes \$8.8 million General Fund and 52 positions for the Office of the Inspector General. This represents a decrease of \$16,000 from the 2004-05 revised Budget. This decrease is due to budget reductions.